

**YORK UNIVERSITY**  
**FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES**  
**SCHOOL OF ADMINISTRATIVE STUDIES**

**ADMS 1000 B: Introduction to  
Business  
Course Outline<sup>1</sup>**

**Section/Location/Time:** Section B - Wednesdays, 4:00 – 7:00 pm in CLH K  
**Course Director:** Paulette Burgher  
**Email:** pbadm@yorku.ca  
**Office Hours:** See course website  
**Course Web Site:** [moodle.yorku.ca](http://moodle.yorku.ca)

## **COURSE DESCRIPTION**

The broad aim of this course is to provide insight into the fundamental challenges that all organizations must address in order to succeed. Our study is divided into 2 parts: the internal environment of business and the external environment. “Inside the organization”, we will examine the status of the organization (corporations and non-profit organizations), management of employees, structure and strategy. “Outside the organization”, we will examine the central forces that impact business, including: technological, global, political, and societal & sustainability factors.

Prerequisite: None

## **COURSE GOALS**

1. To examine the most significant internal challenges that all organizations must address in order to succeed.
2. To explore the external environment of business and its implications.
3. To understand the challenges & opportunities facing business – both in Canada and globally.
4. To encourage critical thinking regarding issues that impact organizations and their objectives.

## **REQUIRED READINGS**

1. e-Course kit, available at ): <https://secure.captus.com/registration/epub/>
2. *The Seven Factor Challenge*, available at York University Bookstore, published by Pearson, Toronto, Fall 2017. NO EARLIER EDITIONS ARE RELEVANT.

---

<sup>1</sup>NB: This syllabus is subject to change as deemed necessary by the Course Director

## COURSE EVALUATION

Submission of 5 Case assignments #1-5	5%	NO LATE SUBMISSIONS
Grading of Case assignments #2 and #5	15%	
Mid-Term Examination	35%	(Sunday, June 2, 2019, 2:00 pm - 4:30 pm)
Final Examination	45%	(during formal exam period: July 31 – August 9)

### **SUBMISSION OF 5 CASE ASSIGNMENTS (5%)**

Students are required to submit five (5) posted Case assignments (1% grade allocated for each case submission). These assignments are designed to help you absorb the course material while improving the effectiveness of your writing. Completed assignments are to be a maximum of 2 pages, double-spaced maximum. Students who are registered with Accessibility Services and are seeking accommodations should contact their Course Director well in advance of the deadline to arrange for accommodations.

**You must submit your assignment electronically (no hard copies) via *moodle turnitin* by 11:00pm the day **BEFORE** the related lecture (see Course Schedule and class announcements).**

**No late submissions of case assignments will be accepted for any reason.** Cases will be assigned well in advance of the deadline and are “take-home” assignments. In other words, it is irrelevant if you are: ill, absent, your internet failed etc. The cases can be submitted from the time the Course Director posts them to the day of the deadline. Consequently, there is no excuse for late submissions – **and hence no late submissions will be accepted under any circumstances.**

### **GRADING OF 2 CASE ASSIGNMENTS (15%)**

From the submitted assignments, the final 2 assignments (Cases assignments # 2 and #5) will be graded for content. Details will be provided in class. The assignments are based on the readings

### **MIDTERM EXAM (35% OF COURSE GRADE)**

The midterm will be a **closed-book 2.5 hour exam** written **outside the normal class time, on Sunday, June 2, 2019, from 2:00pm to 4:30pm (location to be determined).** The exam will test material covered in weeks 1-5 including all assigned readings and all lecture content. The format will be case-based, short-answer and multiple-choice questions. Additional details will be provided in class. See “**Course Policies: Midterm Exam**” (page 6) for additional important information.

### **FINAL EXAM (45% OF COURSE GRADE)**

The final exam will be a **closed-book 3.0-hour cumulative exam** and will be scheduled by the Registrar during the final exam period (April 5-21 2019) – details TBA. The exam will be comprehensive and test all assigned readings and all lecture content. The format will be case-based, short-answer and multiple-choice questions. Additional details will be provided in class.

# COURSE OUTLINE

## **PART I: UNDERSTANDING BUSINESS: INTERNAL CHALLENGES**

### **SESSION 1: Looking Inside & Outside Organizations: 4S Approach & 7 Factor Challenge**

**Learning Goals:** The first half of this course considers the central challenges existing INSIDE the organization. Referred to as the 4S approach, the topics (the “4 S’s”) we will explore include: 1) Style of Management, 2) Structure, 3) Strategy, 4) Status of the organization (corporation and non-profit). The second half of this course examines 7 central environmental factors: economic, technological, globalization, political, labour, societal, sustainability.

Readings:

**e-Course kit:** *Introduction: The 4S Approach; Course Advice; Case Advice; BlackBerry & Sam the Record Man*

**Textbook - *The Seven Factor Challenge*, (Pearson, 2018), Chapter 1**

### **SESSION 2: Style of Management**

**Learning Goals:** Organizations that succeed can only do so with the support of their employees. The aim of this session is to achieve an understanding of the roles of managers in the workplace. We will examine the fundamental philosophies underlying different management styles. You will become familiar with the classical approaches and the behavioural approaches to management.

Reading: e-Course kit: *Chapter 1 + Case Charming Chocolate House*  
e- Course Kit: *Case Suggestions for Charming Chocolate House*

### **SESSION 3: Structure**

**Case Assign. #1 due 11pm the day BEFORE this session**

**Learning Goals:** In recent years, many companies have reduced the number of levels in their hierarchy, others have undergone a change in their whole business process, while others have simply closed down. The aim of this session is to examine some of the approaches that organizations have adopted with regard to structure and design, including reengineering, downsizing, and going virtual. We will also examine the reasons behind these changes and consider more generally the question, “What determines how an organization is designed?”

e-Course kit: *Chapter 2 + Case DreamWonder Inc.*  
e- Course Kit: *Case Suggestions for DreamWonder Inc.*

### **SESSION 4: Strategy**

**Case Assign.#2 due 11pm the day BEFORE this session\***

**Learning Goals:** The ability to respond effectively to the business environment is the fundamental challenge of strategic management. The aim of this session is to identify the forces that shape industry structure and consider how they influence business and corporate level strategies. We will examine several major strategic business models and develop an understanding of strategic management and its relationship to the external environment.

e-Course kit: *Chapter 3 + Case CultureVulture Fashions*  
e- Course Kit: *Case Suggestions for CultureVulture Fashions*

## **SESSION 5: Status: Corporations & Non-Profit Organizations**

---

**Learning Goals:** In this session, we will begin with a consideration of “Status”, and focus on the nature of the corporation. We will address such questions as: What is corporate governance? Who is responsible for the behavior of a corporation? What does “good governance” mean and how can it be achieved? In addition to corporations, it is useful to consider another important types of organization – the non-profit. We will shed light on the nonprofit sector and identify the ways non-profit organizations contribute to society. We will also consider how these organizations are governed, as well as the environmental factors that influence them.

*Reading:* e-Course kit: Chapter 4 & 6  
NO CASE.

## **WEEK OF SESSION 6: MIDTERM EXAM**

---

*Based on material covered in Sessions 1-5, closed book (from Lectures and Readings)  
See more details on page 2 of this outline and on the course website.*

## **PART II: UNDERSTANDING THE EXTERNAL ENVIRONMENT OF BUSINESS**

### **SESSION 7: The Seven Factor Model & The Economic Factor**

---

**Learning Goals:** What are the most significant challenges that business must address in its external environment in order to succeed? We will identify the 7-factor framework that is used in the second half of our course for examining the environment of business: 1) Economic 2) Technological 3) Global 4) Political 5) Labor 6) Societal 7) Sustainability. We will also briefly discuss the first of the 7 factors: The Economic Factor. We’ll discuss four types of economic systems and identify the system within which Canadian business operates.

*Reading:* *The 7 Factor Model* Text: Chapter 1, Chapter 2  
Case: none

### **SESSION 8: Technology Factor**

**Case Assign. #3 due 11pm the day BEFORE this session**

**Learning Goals:** We will examine how technology impacts industry life cycles. We will also consider how competitors behave throughout the evolution of an industry. This leads to a better understanding of the turbulence we have witnessed in a number of industries in recent years and how technology has destroyed some businesses while creating new ones.

*Reading:* *The 7 Factor Model* Text: Chapter 3 + Case *Has Soda Lost its Fizz?*  
e- Course Kit: Case Suggestions for *Has Soda Lost its Fizz?*

## **SESSION 9: Global Factor**

---

**Learning Goals:** We will examine different types of global business activity and identify the fundamental driving forces behind globalization. We will discuss one of the central controversies of globalization: the multinational corporation and its impact on host countries. We will also aim to understand why nations desire, or do not desire, to promote international trade, including an examination of the pros and cons of Canada's free trade agreement with the United States. The implications of foreign ownership and trade will also be addressed.

Reading: *The 7 Factor Model* Text: Chapter 4 + Case *Beijing and the Calgary Oil Sands*  
e- Course Kit: Case Suggestions for *Beijing and the Calgary Oil Sands*

## **SESSION 10: Political Factor**

**Case Assign. #4 due 11pm the day BEFORE this session**

**Learning Goals:** Should the Canadian government take a more active role in the welfare of Canadian industry? In this session, we will examine how government can intervene in business activity while fulfilling its role as both guardian of society and guardian of business. We will consider current and critically important trends regarding the shift toward reduced government involvement in the business sector. We will discuss the impact of government actions on business with special attention given to issues such as government subsidies and regulation. We will also explore the trends toward deregulation & privatization.

Reading: *The 7 Factor Model* Text: Chapter 5 + Case *The wireless service industry in Canada*  
e- Course Kit: Case Suggestions for *The wireless service industry in Canada*

## **SESSION 11: Societal & Sustainability Factor**

**Case Assign. #5 due 11pm the day BEFORE this session\***

**Learning Goals:** We define and discuss the notion of corporate social responsibility and analyze the debate regarding what role business should play in society. This session also examines the importance of sustainability and the benefits and challenges it presents to business.

Reading: *The 7 Factor Model* Text: Chapter 7 + Case *Joe Fresh*, Chapter 8 + no case.  
e- Course Kit: Case Suggestions for *Joe Fresh & the Bangladesh Tragedy*

## **SESSION 12: Wrap up & Final Exam Review**

---

\* Case # 2 & Case # 5 will be assessed for a specific grade based on the quality of the response.

## COURSE POLICY: MIDTERM EXAM

**ACCOMMODATIONS AND CONFLICTS:** Students seeking religious accommodation or students registered with Accessibility Services seeking alternate exam accommodation, must submit their requests in a timely fashion. Links and additional information under “Important University Regulations & Information” below (pages 6 and 7). Students with exam conflicts (York sports team or other exams), must report this conflict to their Course Director no later than 2 weeks before the midterm exam (14 days), along with appropriate documentation.

**MIDTERM EXAM POLICY:** Missing the midterm exam will result in a grade of ZERO for the exam, unless the following exception applies: 1) Students who are absent from the midterm exam must notify their Course Director by email no later than 3 business days following the date of the midterm exam. 2) Students absent from the exam are also expected to submit an *Attending Physician's Statement form* (APS form) for their absence to the main office at Atkinson 282 no later than five (5) business days following the date of the midterm exam (please note: A “Doctor’s Note” will not be accepted). Link to APS form:

<https://myacademicrecord.students.yorku.ca/pdf/attending-physicians-statement.pdf>

**Requests for a deferred MIDTERM exam will be denied where:** 1) The *Attending Physician's Statement* form is incomplete (e.g., lacks signature, stamp of medical clinic, etc.); 2) the illness is not indicated as Severe on the form; 3) the dates of illness are not clearly specified in relation to the date of the midterm exam. If the student misses that deferred exam, a grade of ZERO will be applied.

## IMPORTANT UNIVERSITY REGULATIONS & INFORMATION

**Academic Honesty:** The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist. Students should review the York Academic Honesty policy for themselves at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Religious Accommodation:** York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

**Academic Accommodation for Students with Disabilities:** Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in York's Policy on Academic Accommodation for Students with Disabilities: <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

Students who seek such accommodation for their academic studies must be registered with Student Accessibility Services. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation, outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, students should upload their disability-related documentation to the online registration form at: <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation:

- **Exams, when relevant:** Please register for your examination date(s) with Alternate Examination Centre (<http://altexams.students.yorku.ca/>) within the deadlines specified by the Centre.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter as soon as possible. Please note that sufficient notice is needed so that reasonable steps for accommodation can be provided in a way that is consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

**Deferred FINAL Exam:** Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing> . Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

**DSA Form:** [http://www.registrar.yorku.ca/pdf/deferred\\_standing\\_agreement.pdf](http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf)

**Attending Physician's Statement:** <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

Students requesting deferred standing for the final examination must register on-line to record their request and receive a **ticket number** (<http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>). Students must then **submit** the completed DSA form as well as supporting documentation directly to the main office of the School of Administrative Studies (**282 Atkinson**), writing down their ticket number on all forms and documents. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. DSA requests will be considered on their merit. Decisions will be updated to the online DSA system. Students are responsible to **check** the status of their request online at <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf> . Decisions and exam dates will not be sent to students (no letter or e-mails). Students with approved DSA will be able to write their deferred examination during the School's deferred examination period (date and location will be updated to the DSA system). No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions: Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, Course Directors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.

For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

**In-Class Tests and Exams - the 20% Rule:** For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth cumulatively more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

**Reappraisals:** Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

**Services for Mature and Part-time Students:** The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>

**Getting support when you need it:** Following is a selection of resources (academic and non-academic), that are available to you:

- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.uit.yorku.ca/>
- Additional student resources: <http://laps.yorku.ca/student-resources/>